PRODUCT ACADEMY

Burnout in Product Survey

2024 Edition

PRODUCT ACADEMY

Hello!

Tanja Lau

Founder of Product Academy

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Coach & Trainer at Product Academy

Thank you very much for your interest in our Product Academy PM Burnout Report 2024. This report provides insights for Product Managers, team leaders, and anyone involved in product development who wants to understand and prevent burnout in their teams.

Hardly a week goes by without someone from our network reaching out to us with signs of burnout or asking us how to help a product peer. That is why we are so grateful for the support we received for this research project.

With this survey, we are pursuing three main goals:

1. learn how our survey participants assess their own risk for burnout and their coping strategies while drilling into different segments such as gender, roles and experience;

2. gather insights on the main drivers for burnout in product;

3. help break the taboo around product and provide some useful tips and resources for those affected or at risk.

If you need help coping with your current stress level, please reach out to a professional and seek support in your community. You are not alone.

All the best!

Tanja & Arjanna

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Table of Content

Burnout Survey 2024

About the Survey

This section will explain how the data of this report has been gathered and which biases might apply.

Survey Design

This survey was conducted online between August 7 and August 31, 2024 via Google Forms. We gathered a total of 275 responses through our own network, LinkedIn and with support of the product community.

The following chapters will offer general insights as well as interesting deep dives by gender, role or years of experience.

Each slide will also provide important context like the number of datasets considered for each graph or how certain values have been calculated. Please make sure to read this information carefully.

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PM Burn-out Survey

Welcome!

At Product Academy, we are on a mission to break the taboo around burnout in product management. Thanks for taking part in this short survey. Whether you are an individual contributor or leading PMs - answering these few questions will help us feel the pulse in the industry and share our learnings in a free report in a few weeks.

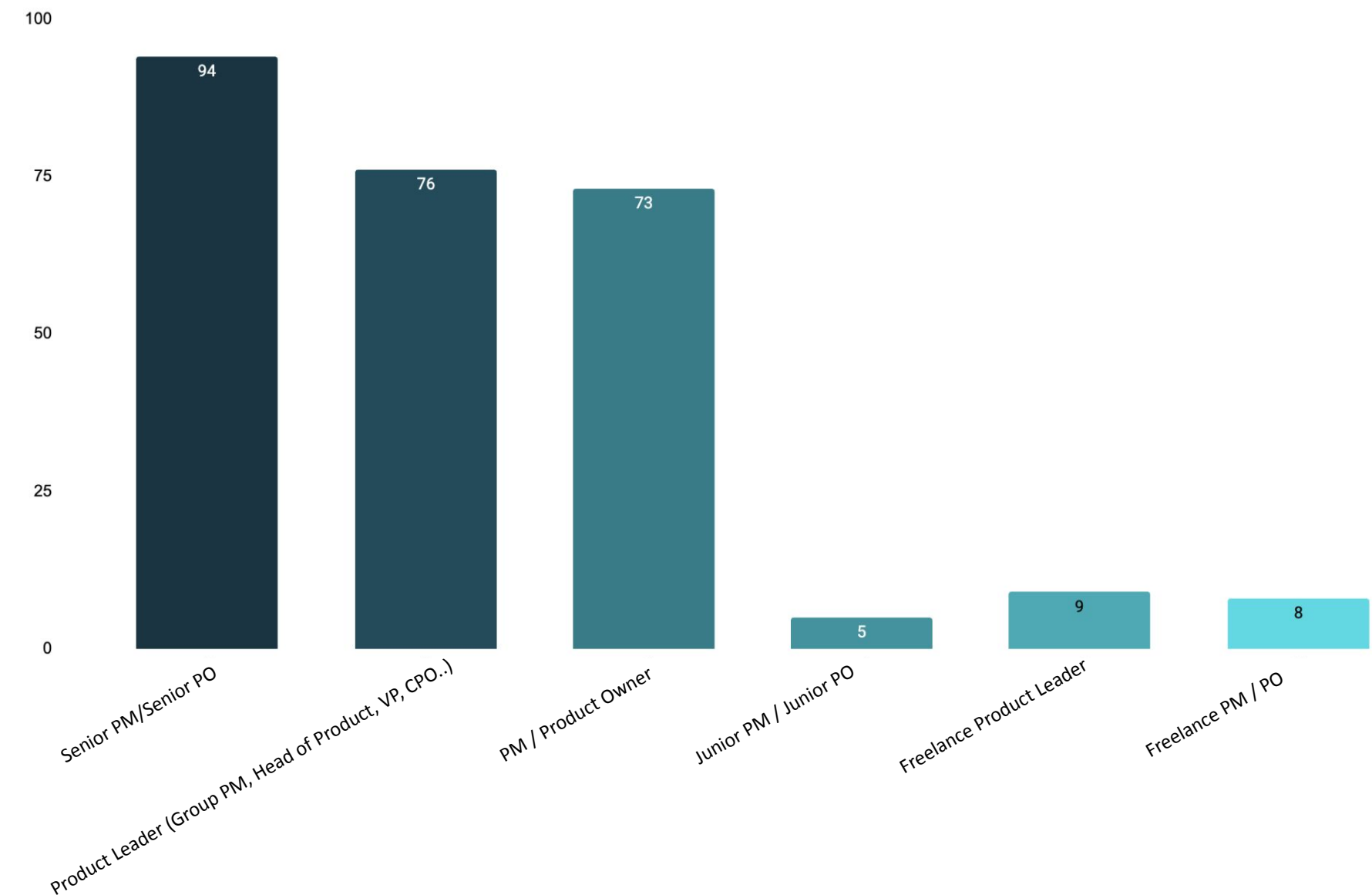Thanks again for contributing to it and take good care of yourself!

Tanja
Founder of Product Academy

Split by Role

The majority of our survey participants are individual contributors (65%), of which 28% are Product Managers (PM) /Product Owners (PO) and 36% Senior PMs/POs. 31% of all survey responses were submitted by freelance and employed product leaders who are responsible for one or more direct reports.

Slide 28 and 35 offer a deep dive into role-related differences regarding burnout risks.

Current Role of Survey Participants

Bar chart values: Senior PM/Senior PO: 94; Product Leader (Group PM, Head of Product, VP, CPO.): 76; PM / Product Owner: 73; Junior PM / Junior PO: 5; Freelance Product Leader: 9; Freelance PM / PO: 8

Answers to the question: **"What is your current role?"**

n_{total}=265 responses

Work Experience

Our dataset includes participants with very little to many years of work experience. According to our research, more years of work experience do not necessarily correlate with lower burnout risk (r=0.04). However, we found that survey participants in more senior roles did show lower burnout scores. In the next chapter you will find a summary followed by deep dives into our research findings.

PM-Related Work Experience
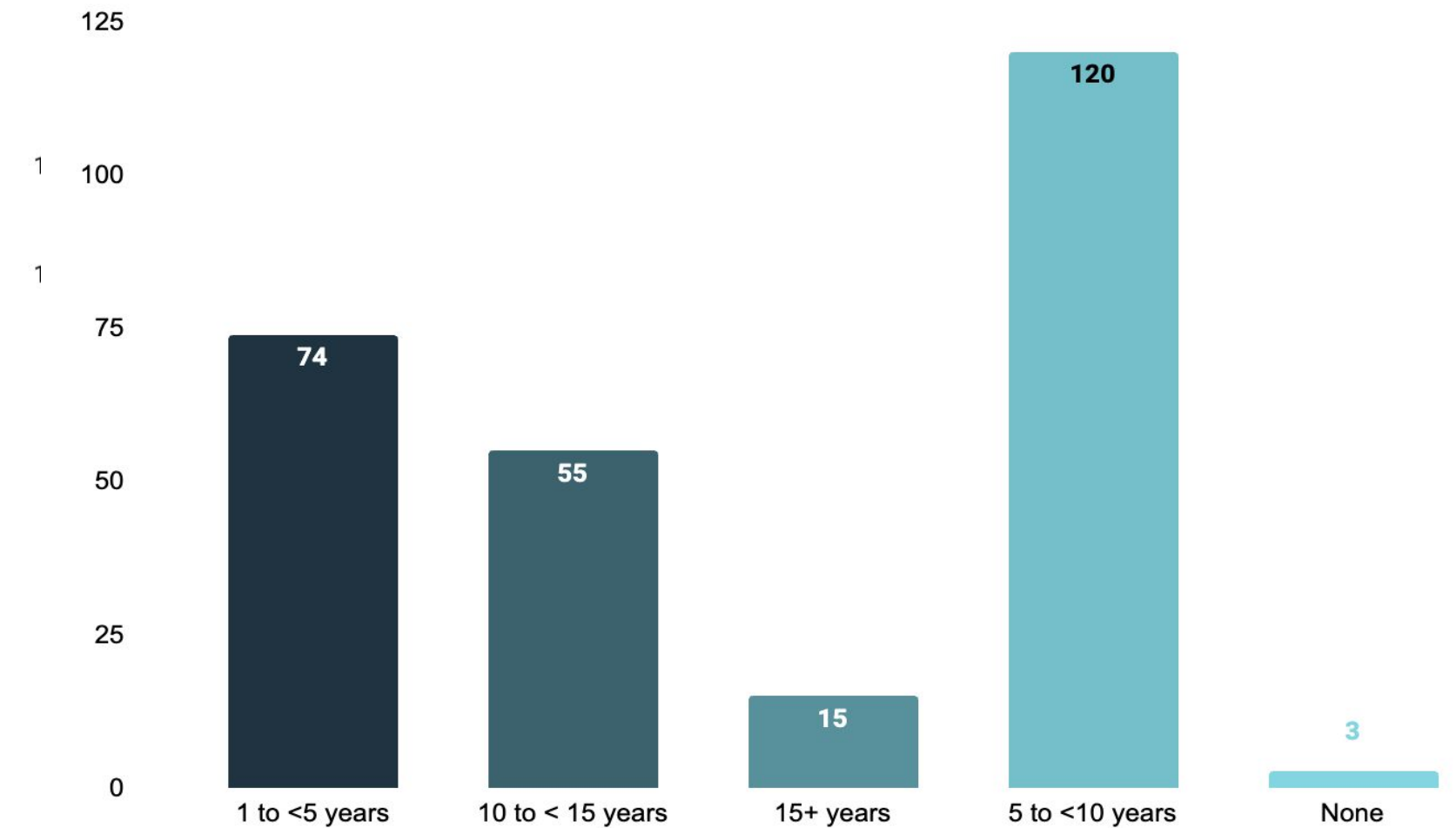
"**How many years of work experience do you have in product management (all PM-related roles combined)?**"
n=267

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Gender Split

Please note that the gender split in this survey (60% female, 39% male, 1% non-binary) does not necessarily represent the actual gender split in the product world.

At Product Academy, we highly invest in fostering female talent and thus our network consists of a higher-than-average percentage of female product managers and leaders.

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Gender Split of Survey Participants

1.1%

39.0%

59.9%

- female
- male
- non-binary
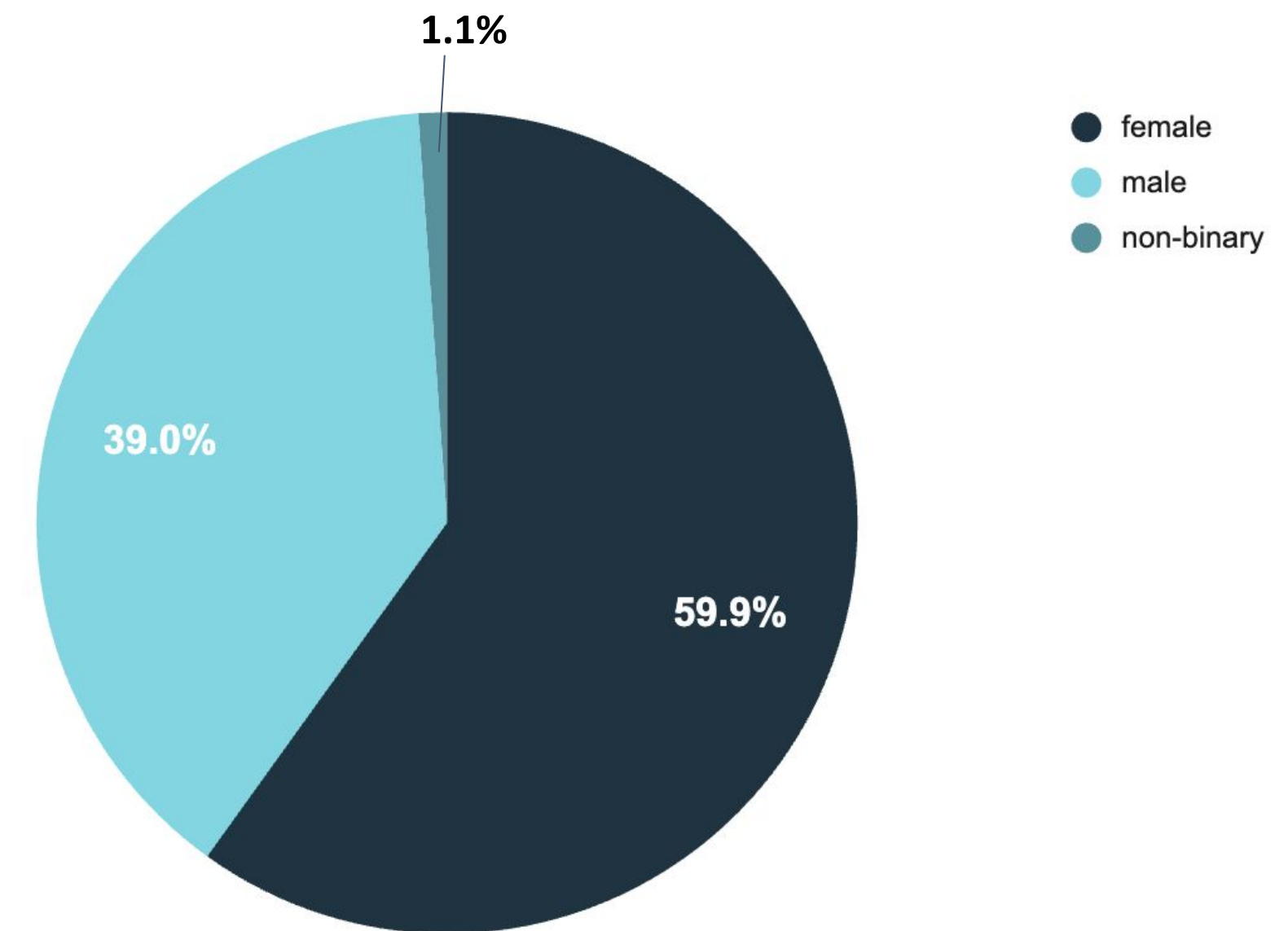
Potential Biases

"Don't trust any data you have not faked yourself."
(Winston Edwards Deming)

We are well aware that this survey is based on a limited dataset, and thus the insights have to be taken with a grain of salt. Here are some additional ways in which this data might be biased:

⚧️ **Gender Skew:** Due to our commitment to foster diversity, women are overrepresented in our network compared to the industry average. 61% of the survey responses were submitted by female participants (167 female participants in total).

⏳ **Time Constraints:** Product people affected by or heavily at risk for burnout may not have the mental space to fill out this survey and might therefore be underrepresented.

🩺 **Self-Diagnosis:** The survey invites the participants to self-assess. Therefore, the survey results do not represent a clinical diagnosis of burnout, but rather paint the picture of how the participants perceive their situation.

🌐 **Self-Selection Bias**: Since the survey was shared through networks like LinkedIn and communities with which Product Academy is connected, those who are more engaged with these platforms may have different experiences of burnout compared to those who are less engaged.

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Executive Summary

This section provides you with our main learnings in a nutshell.

HOW COMMON IS BURNOUT IN PRODUCT?

On average, participants rate their current burnout risk with 6.1 out of 10.

49% of our survey participants experienced burnout, with the majority of burnouts being self-diagnosed.

69% of the product leaders detect signs of burnout in their employees. If they have been affected by burnout themselves, they seem to be even more likely to spot burnout symptoms in others.

ARE THERE DIFFERENCES REGARDING SENIORITY OR GENDER?

Female survey participants show higher burnout scores, but we were not able to prove a statistical correlation between gender and burnout risk.

With increasing seniority the burnout risk seems to be slightly decreasing. Product executives appear to be more successful in preventing burnout than individual contributors.

IS BURNOUT OUT A TABOO TOPIC IN PRODUCT?

- 43% of our participants perceive burnout as taboo topic.

- Some of them don't speak up because they are worried about negative consequences for their career or reputation. Others don't feel safe addressing this topic with their leaders.

WHICH FACTORS CAN CONTRIBUTE TO BURNOUT?

- Fuzziness of the role, lack of appreciation, mismatch between power and accountability and little transparency about scope and impact of the work can increase the risk of burnout, especially when these issues appear all at once.

- Of all four factors, the survey participants are most unsatisfied with their role clarity. However, a mismatch between power and accountability showed the highest correlation to increased burnout risk.

ARE COMPANIES HELPING TO PREVENT BURNOUT?

63% of our survey participants do not feel supported by their companies when it comes to preventing burnout.

Leaders are especially asking for more resources, better tools and more support from leadership.

"PM has become some sort of 'super role' with expectations far beyond what is reasonable (no matter what level you're on).

I still remember when I got my first PM-role and read *Inspired* to prepare myself. I was almost about to call and say that I won't take on the job as I am not a superhuman."

Quote from a survey participant

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Deep Dive

In the upcoming section, we provide more insights and data about each of our 7 key findings.

How We Define Burnout

Burnout is defined by the World Health Organization (WHO) as "a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions:

- feelings of energy depletion or exhaustion;
- increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and
- reduced professional efficacy.

Burnout refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life."

Source: WHO

Our questions about burnout symptoms and risk factors are among others inspired by the burnout self tests that are widely available online.

The Two-Minute Burnout Checkup

Rate your level of stress from 0 to 10 on all six factors of burnout, with 0 equaling negligible stress and 10 equaling extreme stress. Add the numbers to get your general burnout score out of 60, and pay attention to specific burnout factors that score particularly high.

Burnout factors	LEVEL OF STRESS (0–10)
Workload: Sustainability of the amount of work on your plate	
Values: Whether you connect with your work on a deeper level	
Reward: Both financial rewards (salary, bonuses, stock options, etc.) and social rewards (whether you're recognized for your contributions)	
Control: The autonomy you have over when, where, and how you do your work	
Fairness: The feeling that you're treated equitably at work relative to your colleagues	
Community: Professional relationships that boost engagement	
Total:	___/60

Image source: HBR

HBR

Self-Diagnosis Prevails

Out of the 49% survey participants who experienced burnout in the past, the majority (58%) did not get a medical diagnosis, but has self-diagnosed.

There is a risk that those participants confuse being stressed with being burned out.

Stress is a **temporary state** of mental or emotional strain that can be managed with rest and coping strategies.

Burnout is a **chronic condition** of exhaustion, detachment, and reduced effectiveness that arises from prolonged stress and overwhelm.
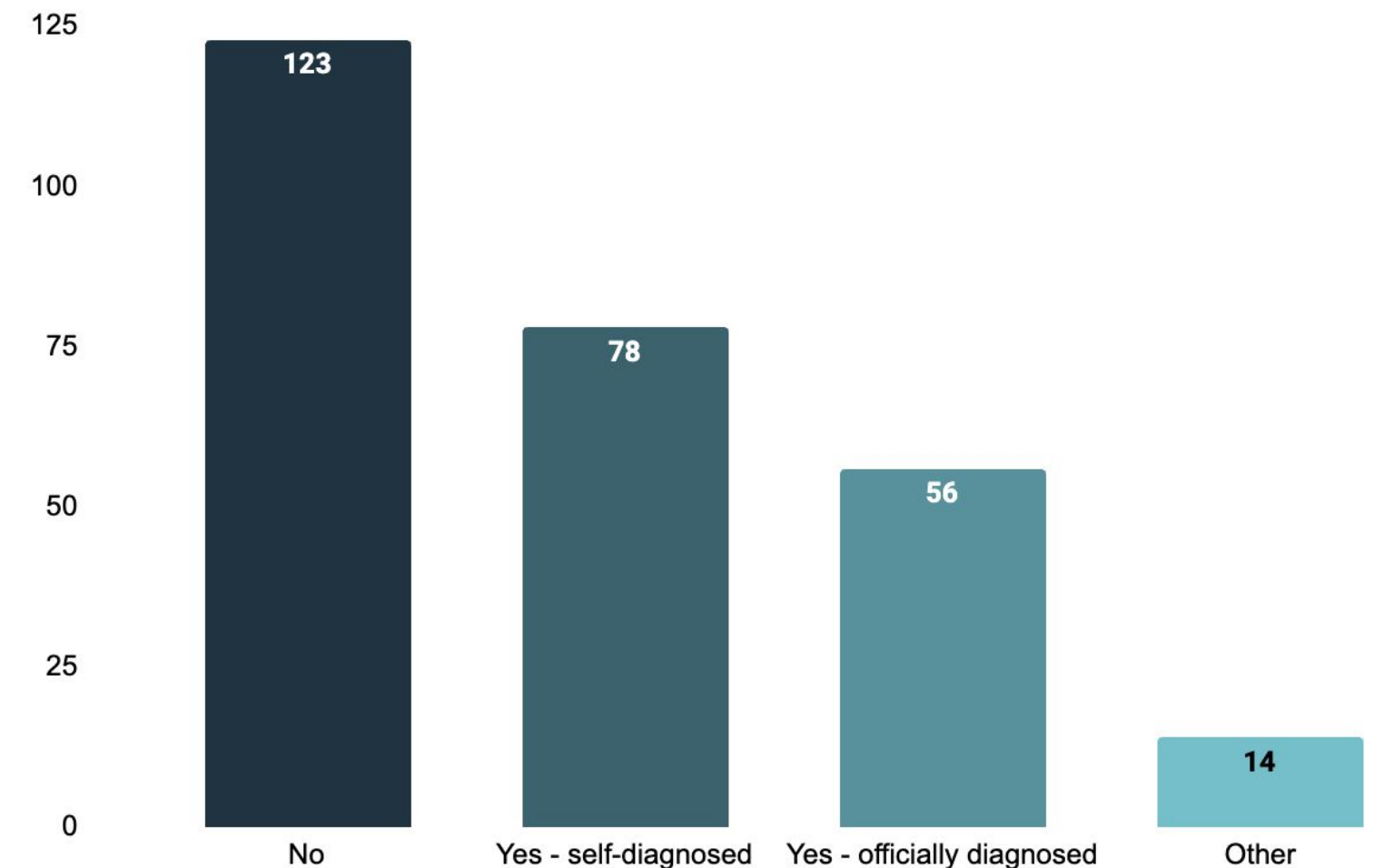
"Have you been diagnosed with a burnout in the past?"

n=271

"Stress is perceived very differently. Long hours do not affect me as much as chaos.

I'd rather have 12 hours of proper work, than 3 hours of taking care of other people's chaos. Also not being able to stick to roadmaps and release plannings because of chaos in the dev team stresses me more than long hours."

Quote from a survey participant

FINDING 2

43%

of our survey participants perceive burnout as a taboo topic in product

Many don't speak up about burnout. They fear negative consequences for their career, don't want to look weak in front of others or don't feel comfortable sharing this information with their bosses.
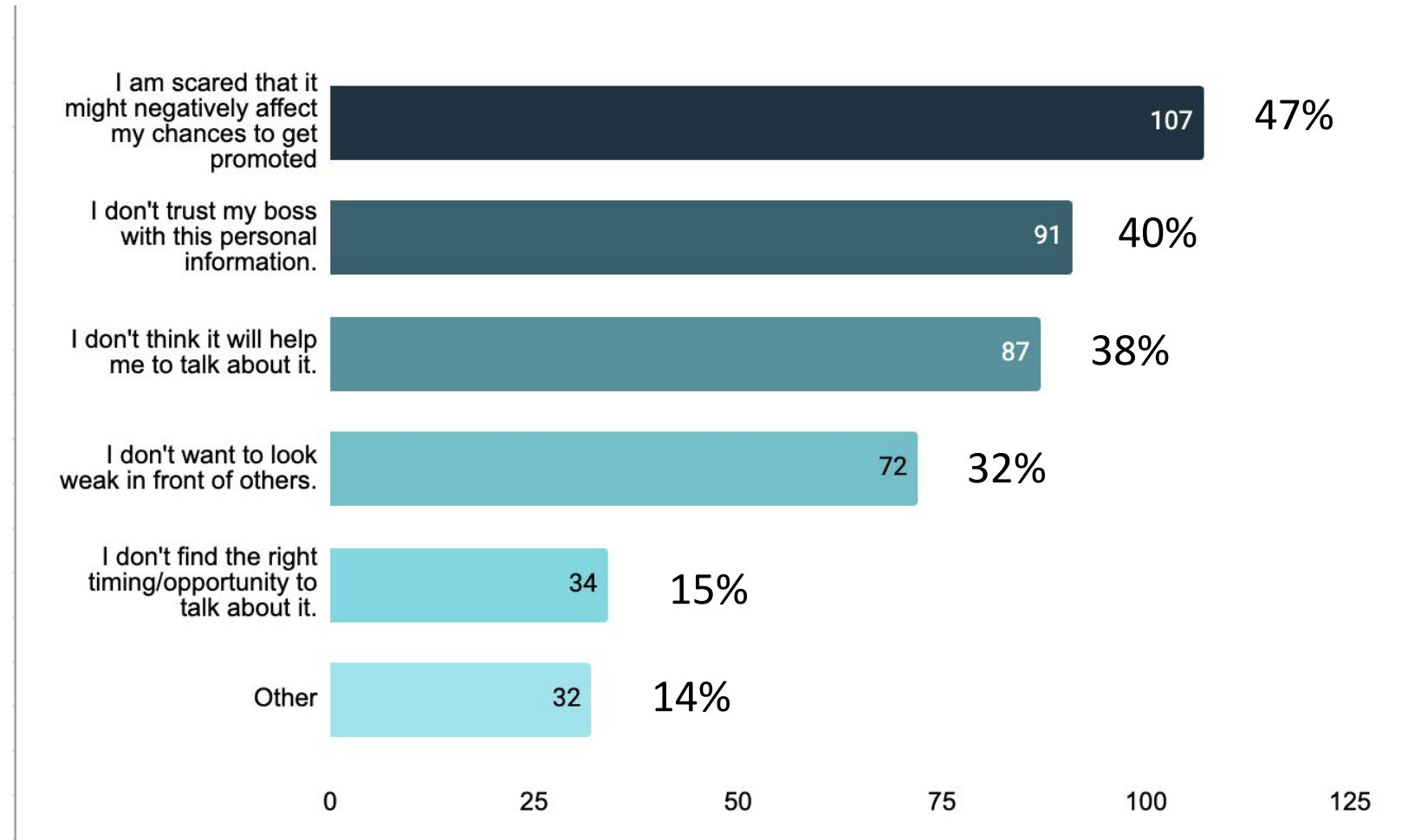
Why Employees Don't Speak Up

43% of our survey participants experience burnout as a taboo topic*. What is preventing employees from speaking up about their burnout risk?

The most common reasons are fear of negative impact on their career and fear of looking weak in front of others, followed by lack of trust in their bosses. This shows that leaders have a lever by addressing those fears, modeling vulnerability in front of others and creating a safe space.

* They rated the question: "Do you perceive burnout as taboo topic?" with 4 or 5 on a scale from 1 (not at all) to 5 (very much).

Communication Barriers

| Barrier	Count	Percentage
I am scared that it might negatively affect my chances to get promoted	107	47%
I don't trust my boss with this personal information.	91	40%
I don't think it will help me to talk about it.	87	38%
I don't want to look weak in front of others.	72	32%
I don't find the right timing/opportunity to talk about it.	34	15%
Other	32	14%

"What are the reasons that make it difficult for you to talk about burnout (if any)?"
(multiple choice question allowed for more than one answer to be selected)

n=227

Stories of Resilience
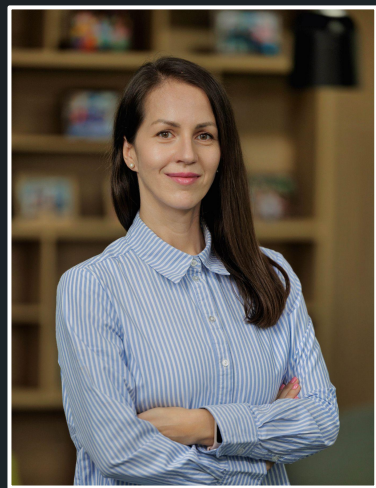
Olgica Strezoska

Principal Product Owner at Damilah

"As someone who has faced multiple burnouts, I've learned that recognizing the signs early is essential. When you notice you're approaching burnout, shift your mindset immediately. Reflect on the good things you've already achieved and remind yourself that you are doing a great job, giving your best every day. Also, remind yourself that working 10-11 hours a day is not sustainable and you need to start setting boundaries. Prioritize tasks effectively, trusting that you will complete everything on your list - but not all at once, and that's totally OK. Over time, this mindset becomes a habit, helping you build resilience and manage future burnouts more effectively. "

How did you realize you were burning out, and what was your role back then? A few years ago, I was working as a Product Owner, responsible for a few products. Despite working 10-11 hours a day, I constantly felt like I had unfinished tasks, which made me anxious and frustrated. I became negative, feeling like no one understood me or worked as hard as I did. The constant pressure left me exhausted and feeling unappreciated, even though I was putting in a tremendous amount of effort.

One day, I realized this wasn't who I was - I'm normally a cheerful person who really loves her job and enjoys working with others. I googled "burnout" and realized I had every sign. That was my wake-up call.

In hindsight, what do you think led to your burnout? First, my personal characteristics - I'm a hard worker, and admitting I couldn't handle something wasn't an option for me. I also have high standards; I either do something the best way possible or not at all. But when you're juggling multiple tasks, quality inevitably suffers. The constant unfinished work weighed heavily on my mind.

Another major factor was working overtime. I learned the hard way that sending emails at midnight doesn't signal to others that you're overwhelmed. Instead, it suggests you can handle whatever workload is thrown at you, leading to even more. Finally, my work-life balance was completely off. I was trying to be a dedicated mother in the afternoons while also working late into the evenings, which left me with no balance at all.

What helped you overcome your burnout, and what changes did you make? After realizing I was burned out, I decided to stop working overtime and became honest about my capacity, communicating when I couldn't meet a deadline. Instead of multitasking, I prioritized tasks and focused on doing my best within working hours. I took short breaks and focused on returning to the version of myself that I loved - someone cheerful and passionate about being a PO.

The key was shifting my mindset and constantly reminding myself that doing my best is enough, and that it's okay not to do everything at once. Through self-awareness, setting boundaries, and effective prioritization, I built resilience and overcame burnout.

FINDING 3

The less clear the **role**,
the less **appreciation** product people receive,
the less **power and accountability** are balanced in
their roles and the less they know about the scope and
the **impact** of their work,
the higher the risk for burnout.

Risk Factors

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High workload is one of the main contributors to stress and burnout in general. In our research, we looked at four other potential risk factors for burnout in a product role:
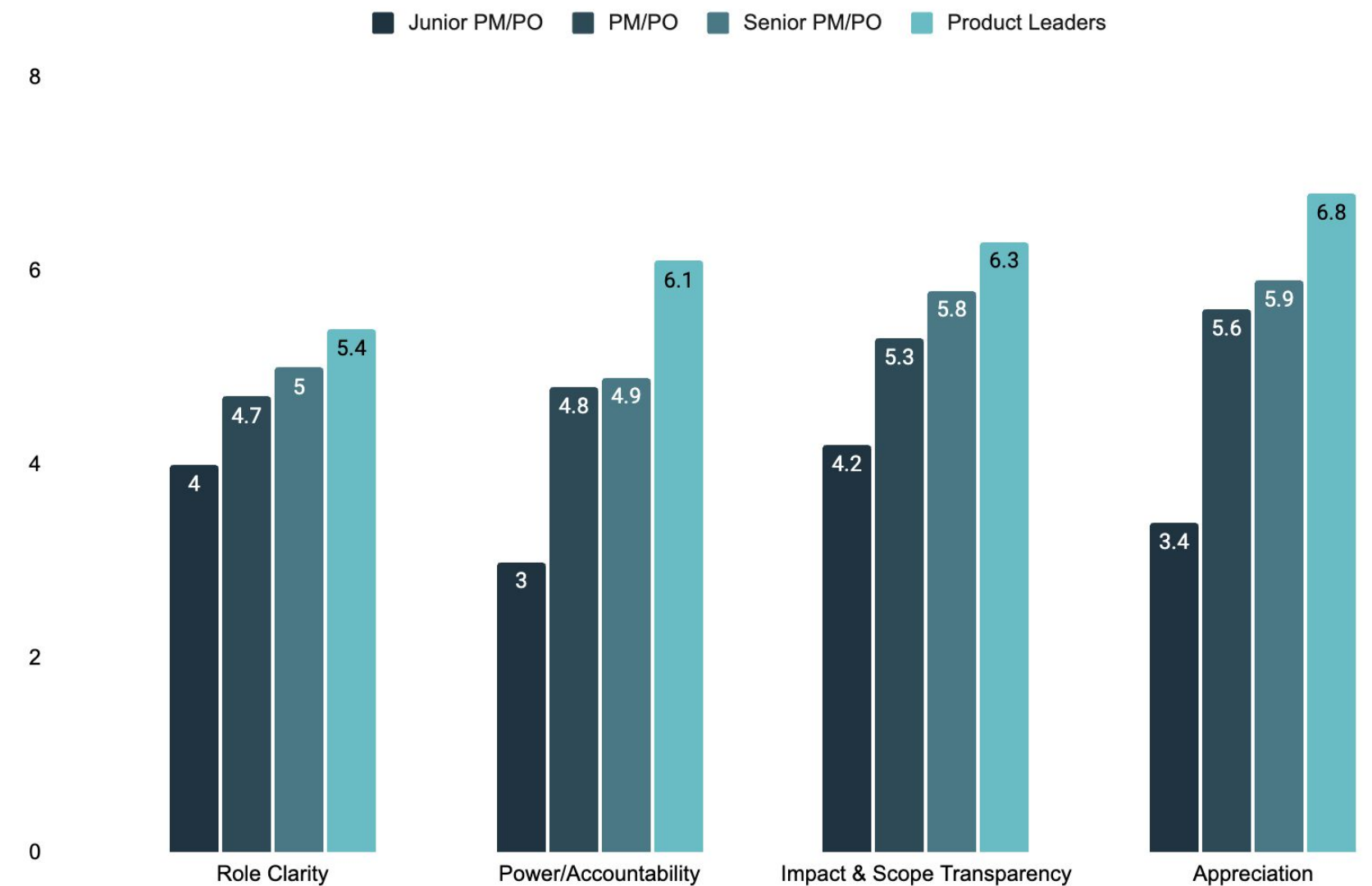
Missing role clarity, a mismatch between power and accountability, little transparency on scope and impact of one's work as well as lack of appreciation.

Our dataset shows that especially the combination of all four risk factors is correlated with a higher risk of burnout.*

The following slides will offer a deep dive into each of these factors.

*r = -0.39, moderate statistical correlation

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Average satisfaction with different criteria that can contribute to burnout

Legend: Junior PM/PO ■ PM/PO ■ Senior PM/PO ■ Product Leaders

Role Clarity: 4, 4.7, 5, 5.4
Power/Accountability: 3, 4.8, 4.9, 6.1
Impact & Scope Transparency: 4.2, 5.3, 5.8, 6.3
Appreciation: 3.4, 5.6, 5.9, 6.8

The factors were rated on a scale from 1 to 10 by the survey participants (1 = not at all, 10 = very much).

The exact wording of each statement that has been rated can be found on the following slides.

"People tend to believe burnout is mainly caused by overwork and stress, but I believe for many PMs is not necessarily the case.

Some of the main reasons that triggered burnout for me included: lack of clear role and expectations, lack of recognition, perceived lack of impact, lack of empowerment to define what the relevant problems to solve are (initiatives are defined and cascaded down by management, and you end up doing more project management than product management tasks), excess of context switching for menial work, lack of focus time for strategic work or even to perform proper data analyses or talk to users."

Quote from a survey participant

Role Clarity

Of all risk factors for burnout we covered in this survey, lack of clarity around roles seems to be the most dominant one with an average rating of 5.0 out of 10.

Our data shows a correlation of -0.30 between role clarity and burnout risk. Although this still ranks as a low correlation, this finding is coherent with other research that suggests that a more clearly defined role can contribute to reducing the risk of burning out.*

On average, the role clarity seems to be increasing with higher seniority. A potential explanation: The more senior product people are, the more they will ask for a clearly defined role or contribute to shaping it.

*cf. Jackson/Schuler

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Perceived role clarity by individual contributors and product leaders
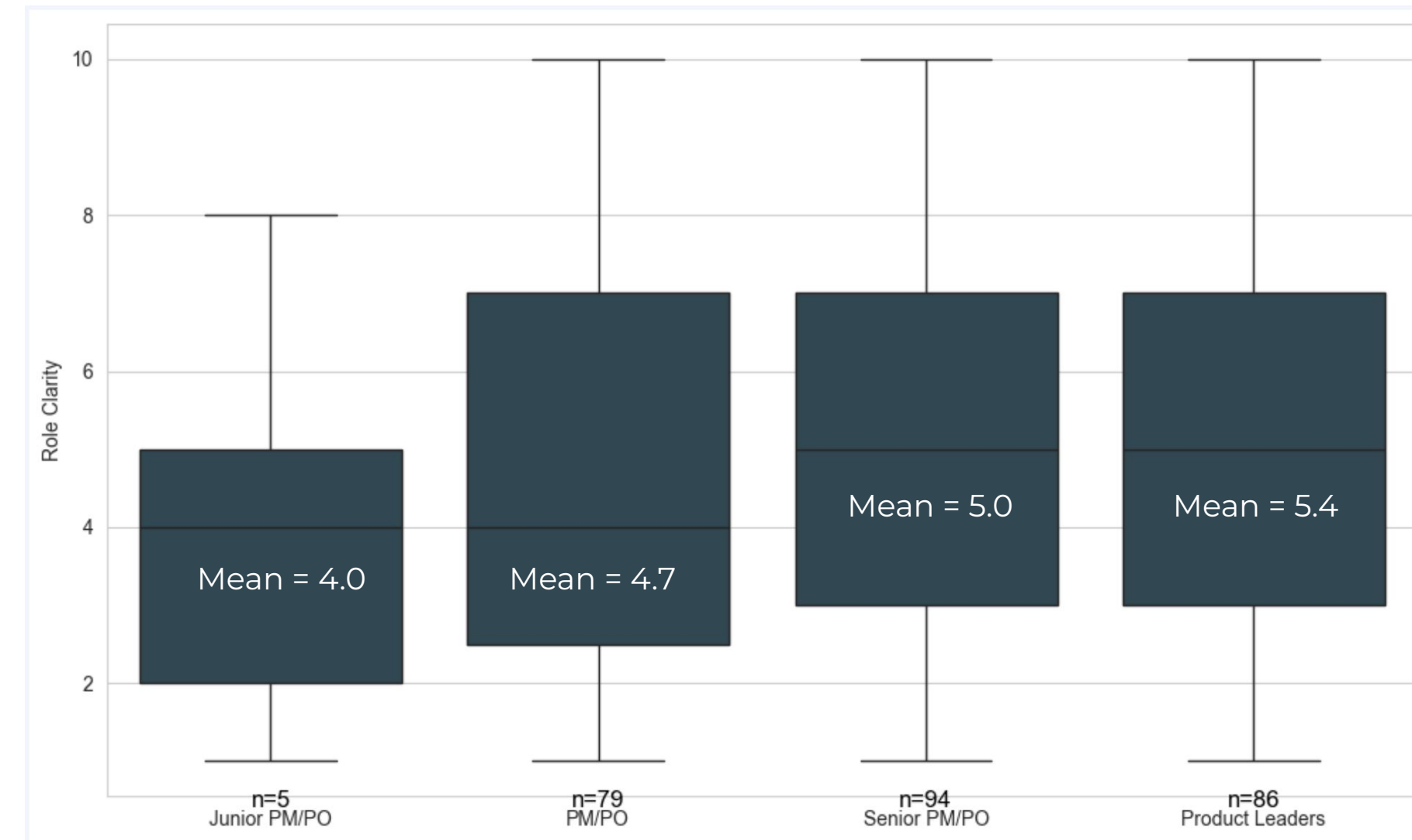
"I feel like my current role is well-defined and clear to me."
(1 = not at all, 10 = very much)

n=264

This visualisation excludes the categories "I don't know" answers and "other" (6 answers in total)
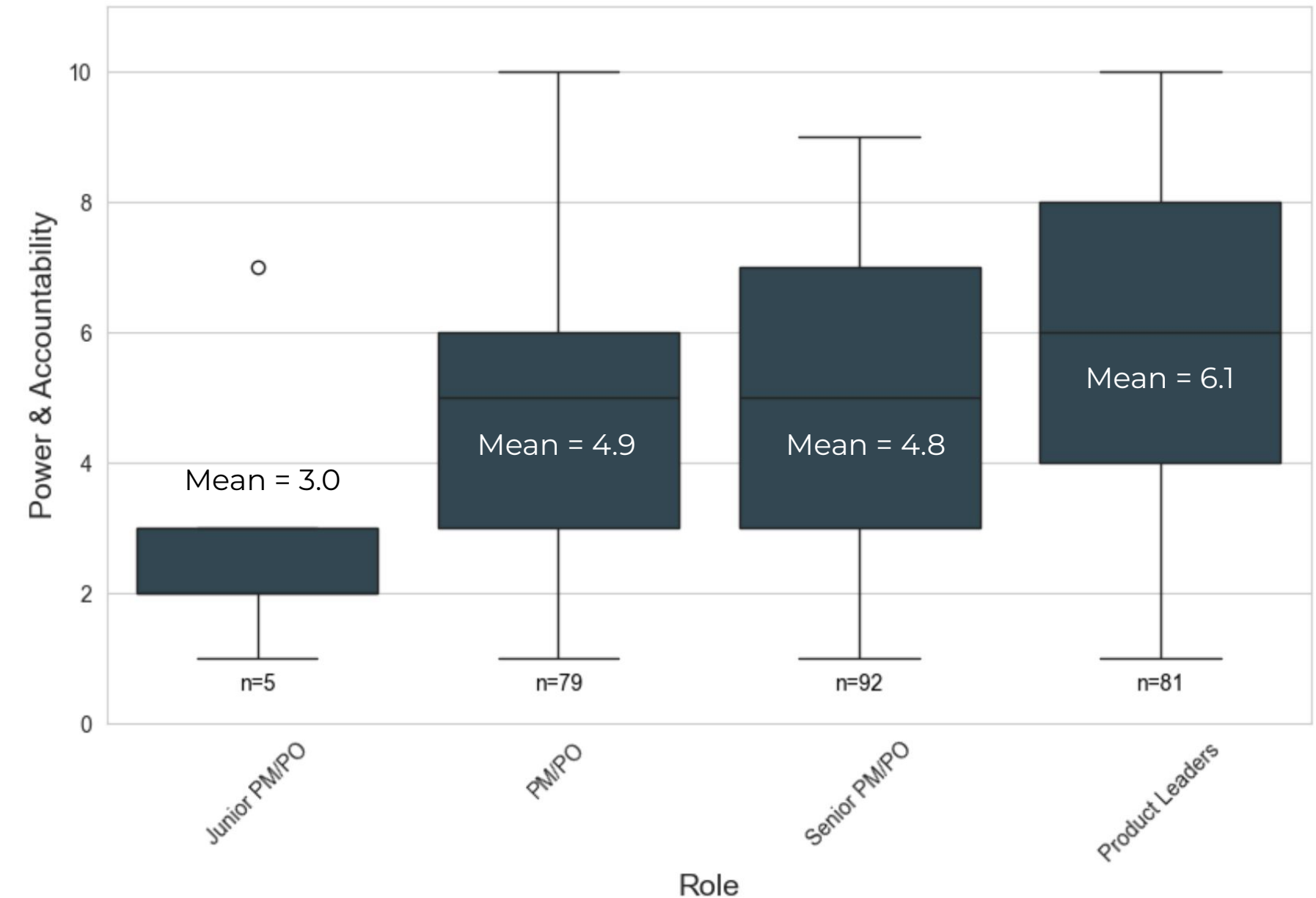
If you are unsure how to read and interpret a box plot graph, we recommend taking a look at this article.

Power & Accountability

«With great power comes great responsibility», Uncle Ben told Spiderman. In product, however, the accountability of PMs often does not come with the necessary freedom to influence the success factors of their work.

Overall, this category showed the second lowest score with a mean of 5.2. 32% of our survey participants even rate this question with 3 or lower on a scale from 1 to 10. Product leaders report a better match of power/ accountability setup than individual contributors (6.1 vs. 4.8 average rating). A mismatch in power and accountability also showed the highest correlation to burnout risk that we have detected in this survey (r=-0.42).

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Do power and accountability match for individual contributors and product leaders?

Answers to the statement: **«I feel like my accountability and my power in my current role match.»** (1 = not at all, 10 = very much)

n=257

If you are unsure how to read and interpret a box plot graph, we recommend taking a look at this article.
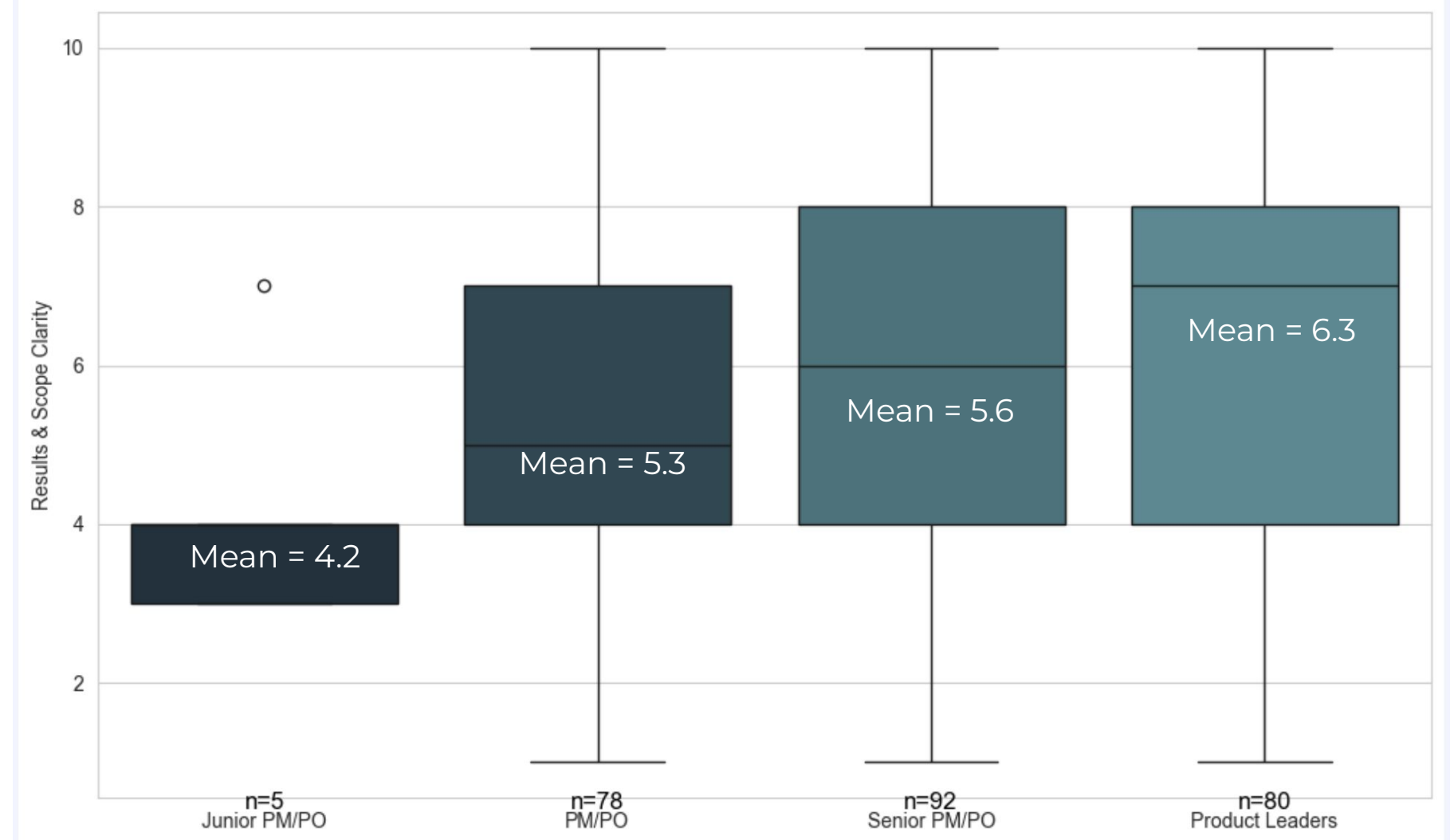
Results & Scope

On average, our survey participants rate their knowledge about results and scope of their work with 5.7 out of 10.

Like with role clarity (slide 17), the average satisfaction in regards to clarity on results and scope is increasing with the seniority of the role.

Our data suggests a low negative correlation between results/scope clarity and burnout risk (r= -0.26): If product people know less than they would like to about the scope and impact of their work, they are more prone to burnout.

Satisfaction with transparency on impact and scope

Answers to the statement: **«Given» the responsibilities I have, I know enough about the results and scope of my work.»** (1 = not at all, 10 = very much)

n=255

This visualisation excludes the category "I don't know" (4 answers)

If you are unsure how to read and interpret a box plot graph, we recommend taking a look at this article.

Appreciation

Being appreciated for our work is a rewarding experience. However, 22% of our survey participants rate this aspect with a 1, 2 or 3 out of 10. The responses showed an overall average of 6.0 out of 10 for this area.

Similar to the previous categories, more senior roles report a higher score when it comes to being acknowledged for their work. Overall, executive roles show an average score of 6.7 while individual contributors land at an average of 5.7.

The data also showed a moderate negative correlation (r=-0.35) between perceived appreciation and burnout risk: the more acknowledged the participant felt, the lower their burnout risk.

Perceived appreciation of product people by their stakeholders
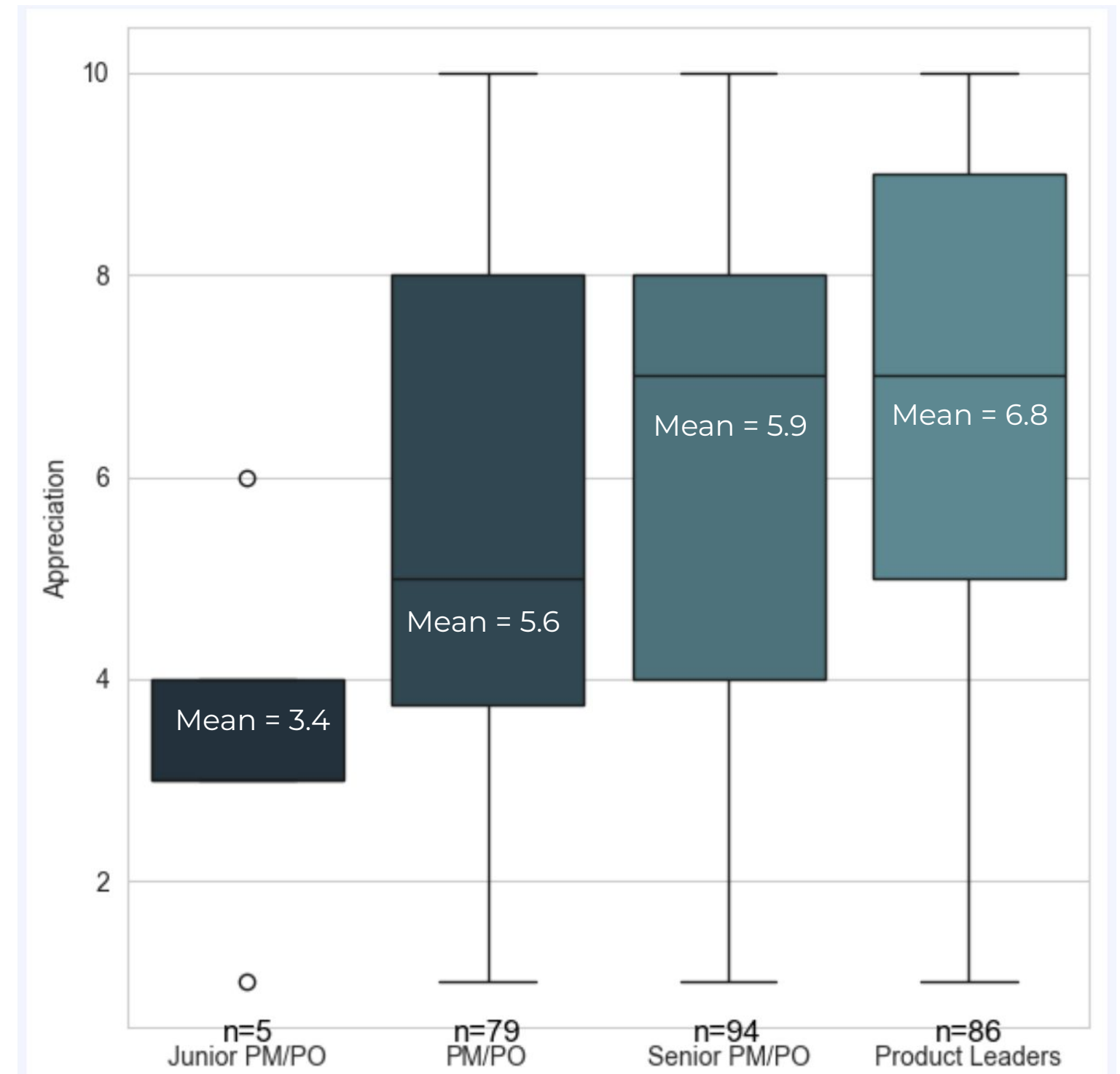
Answers to the statement: **«People that rely on my services acknowledge the efforts that I put into my work.»** (1 = not at all, 10 = very much)

n=264

This visualisation excludes the category "I don't know" (6 answers).

Stories of Resilience

Bas

Product Strategist, former Product Lead

"Unfortunately, my **determination became my downfall.** Even when I knew the strategy wasn't working, I kept going, out of loyalty to the product and because of the investments that had already been made. "

"Five years ago, **I started a novel project** from scratch within my company. I was full of energy. Sure, there were ups and downs, but overall things were going well.

Then the company wanted to implement changes that pushed us into boxes that didn't fit with our innovative product, **and I began to feel like I was losing control**. I often used the metaphor of steering a ship with others pulling the steering wheel back and forth, limiting my ability to navigate properly. But I'm a fighter, so I wasn't going to give up despite the challenges.

As the goals became unattainable and the company's support faded, I started experiencing **mental and physical symptoms**. I wasn't able to concentrate, and was feeling tense all the time. I also felt increasingly **isolated**, because even though I escalated the issues, they could not be resolved.

Eventually, **I made the difficult decision** to hand over and let go of the product and take a step back. I spent a couple of months going for long walks in the forest to recover, worked with a coach, and I later embarked on a hiking trip in Scotland, which helped me reset my energy and perspective.

That reflection period made me realize that I want to work from my own strengths, and I decided to **start my own company.**

After an intense recovery process, **I finally feel recharged and ready to approach life and work with a new mindset**, one that prioritizes balance and self-worth."

FINDING 4

More senior product people seem to have slightly lower burnout scores, with product leaders showing the lowest (yet still high) risk of burnout.
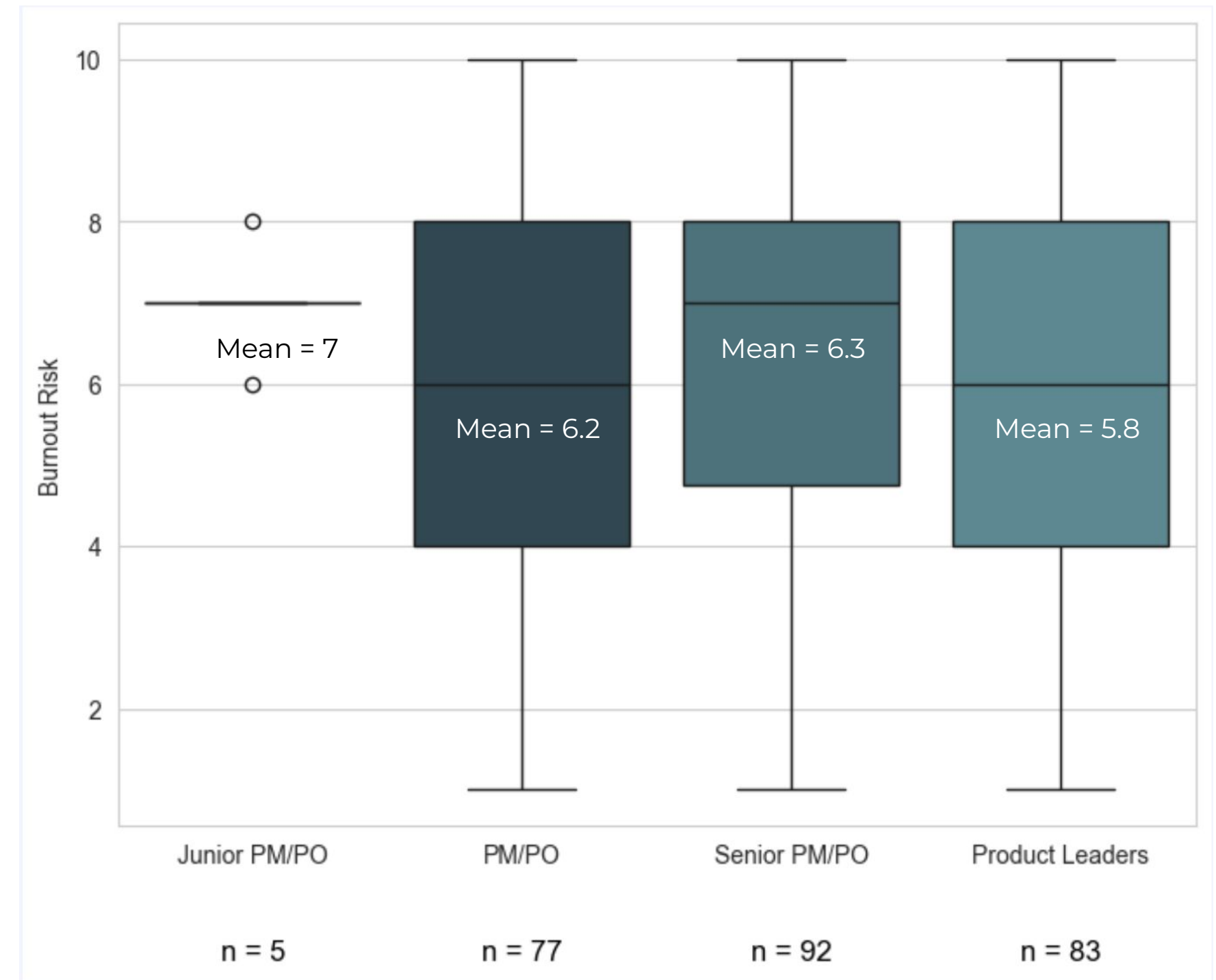
Product executives seem to be more successful in preventing burnout than individual contributors.

"[PMs are negatively affected by] the drive from senior leadership to get them to do more. The constant push for greater throughput, fewer failures, faster pivots, and working in some cases in blind-build mode where the CEO dictates features and then complains when users don't adopt them."

Quote from a survey participant

burnout Risk by Role

The highest burnout score was submitted by Junior PMs. On average, product leaders score lower than individual contributor roles (5.9 vs. 6.2). Since participants with a more senior title showed a higher satisfaction in the four risk areas we assessed, one possible interpretation is that their higher seniority helps them shape their work environment in a way that reduces risk of burnout.

However, when looking at the total years of work experience, there was no correlation between number of years and burnout risk.

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Burnout Risk by Role

"On a scale from 1 to 10, how do you rate your current risk for burnout?"
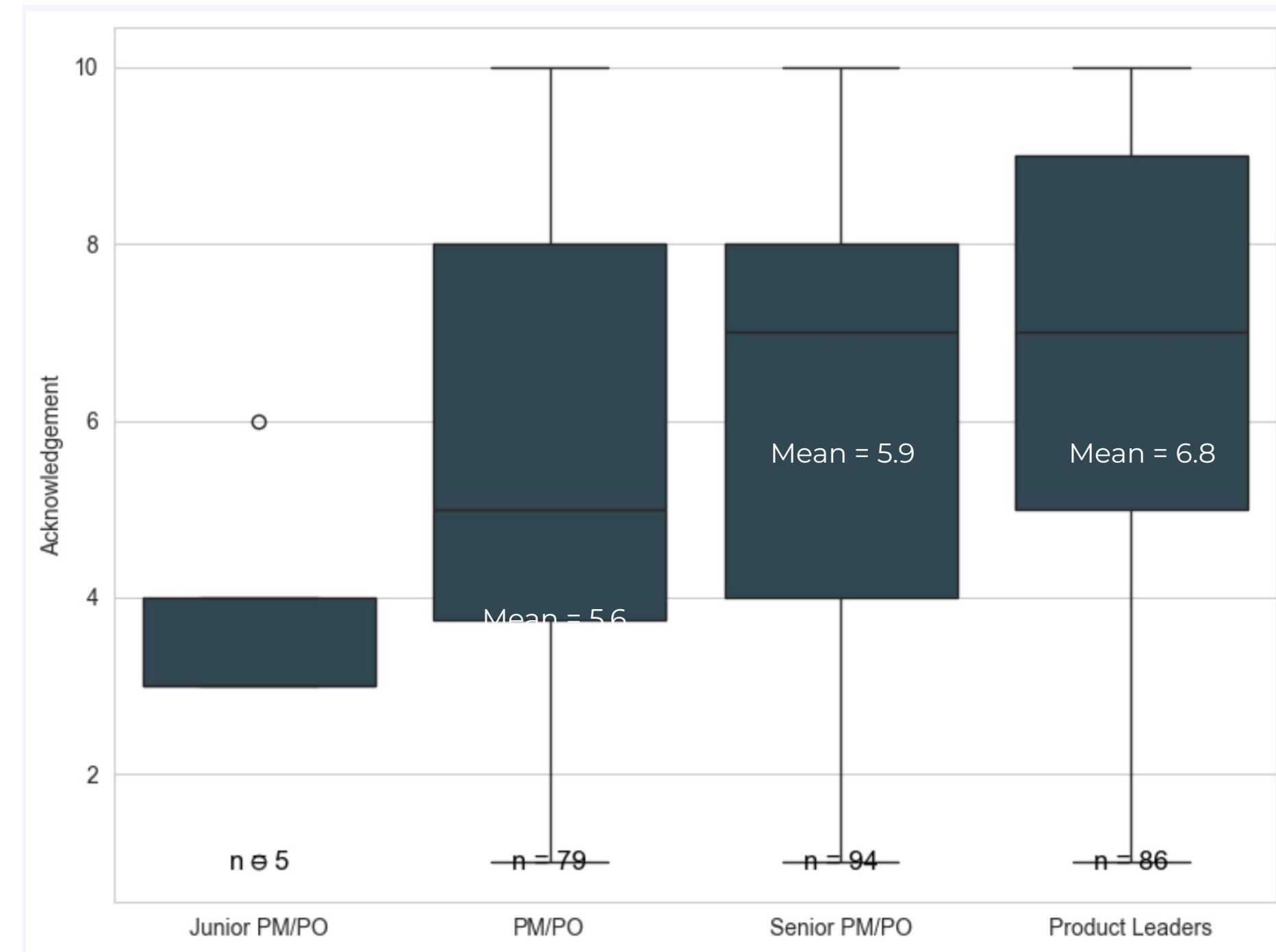
n=257

(The visualisation excludes 3 answers in the category "I don't know" and 4 responses in the category "Other".)

Preventing Burnout

How successful are product people in coping with burnout risks for themselves? Overall, participants rate themselves with an average of 6.0 in this category. 22% scored themselves with a 3 or below.

Executive roles scored significantly higher and thus seem to be able to prevent burnout more successfully than individual contributors (6.8 vs. 5.7) . Gender, however, did not seem to affect the participants ability to successfully prevent burnout.

Successfully preventing burnout for yourself

"How effective are you currently in preventing burnout for yourself?" (1 = not at all, 10 = very much)

n=257

This visualisation excludes the category "I don't know" (4 answers)

If you are unsure how to read and interpret a box plot graph, we recommend taking a look at this article.

FINDING 5

## Our data did not show a statistical correlation between gender and burnout risk.

burnout Risk by Gender

Female survey participants scored significantly higher than average when it comes to assessing their own current burnout risk (6.4 vs. 5.7). Female individual contributors show a higher burnout score (6.5) than female product leaders (6.0).

However, from a statistical point of view our data only shows a very low (if any) linear correlation between gender and burnout risk (r=0.17).

*The data shows an even higher burnout score for non-binary participants. Due to the low number of responses from this group we are not able to provide statistically relevant conclusions.

Burnout Risk by Gender

	female	male	non-binary
	n=157	n=100	n=3
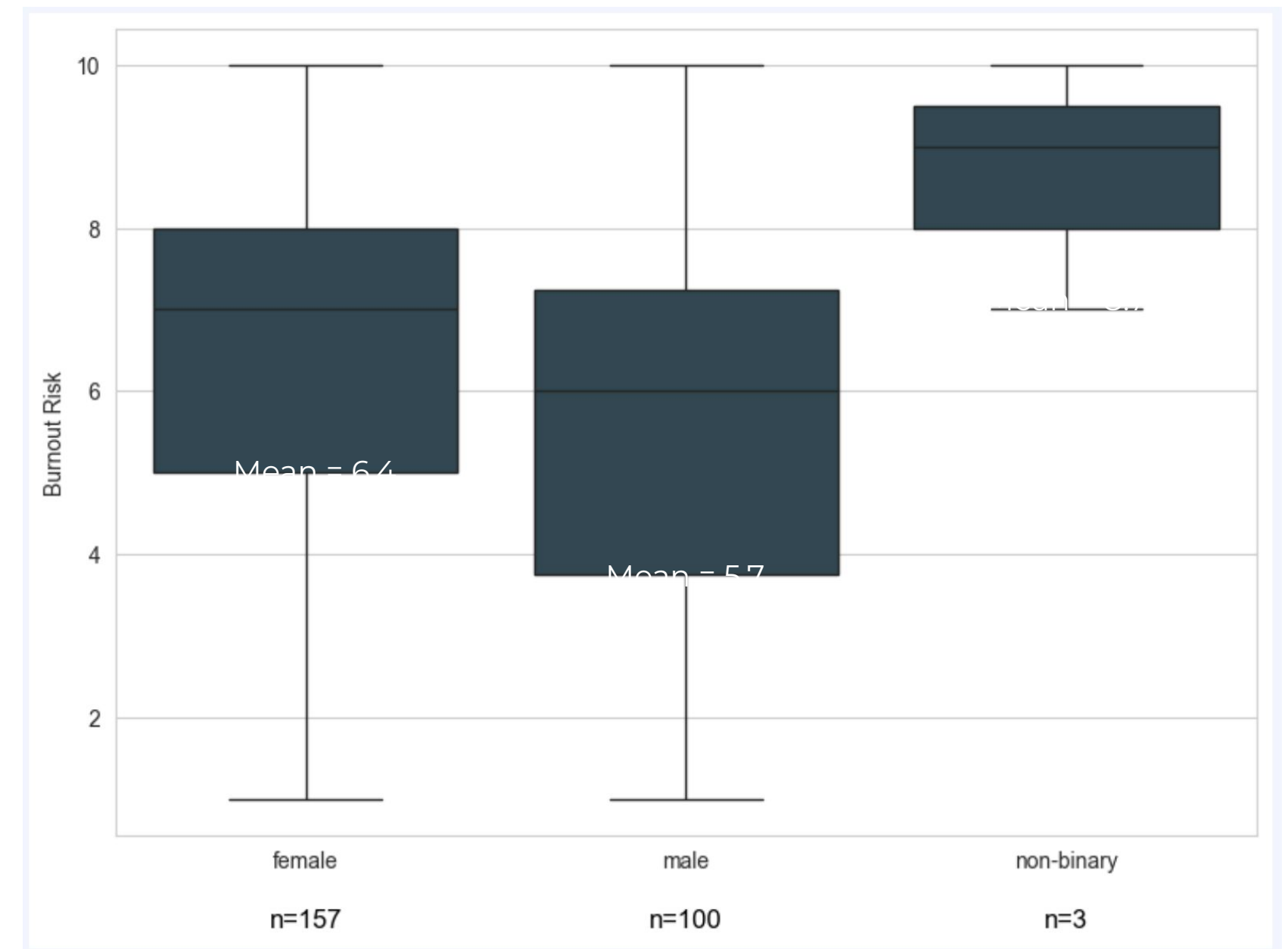
"On a scale from 1 to 10, how do you rate your current risk for burnout?"

n=260

This visualisation excludes the categories "I don't know" answers and "other" (7 answers in total)

If you are unsure how to read and interpret a box plot graph, we recommend taking a look at this article.

FINDING 6

69%

of the product leaders represented in this survey detect signs of burnout in their employees. If they have been affected by burnout themselves, they seem to be even more likely to spot burnout symptoms in others.

However, the correlation we detected in our survey is not very high (r=0.34) and the dataset was relatively small, so while this assumption seems plausible, it remains to be verified in future research.

"I work in a company that is very thin-stretched at the moment and every absence that takes a bit longer is hard to deal with. My approach so far has been to take on the load myself and distribute only what I feel my team can take on.

I am starting to learn now the hard way that this is simply not working as a general strategy in my current context as I end up being fully overloaded myself with no one to ask support from."

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Challenges for Leaders

We received 60 free text answers from product leaders when asking: "What do you find most challenging when dealing with (risk of) burnout in your employees?"

On the right side, we listed the most recurring themes mentioned in the survey in alphabetical order.

Most recurring themes

🚧 **Communication Barriers**: Having open conversations about burnout can be hard, especially in an environment where burnout is a taboo topic.

🔎 **Recognizing Burnout Signals:** It can be difficult to detect early signs of burnout, especially when employees don't communicate clearly or hide their struggles.

🙆‍♂️ **Role Clarity:** It is important but sometimes hard to clarify the roles of employees to alleviate the feeling of being overburdened with responsibilities.

😰 **Self-Inflicted Pressure**: Employees can impose stress on themselves, driven by ambition or fear of failure.

⚖️ **Supporting without Overstepping**: It can be difficult to balance offering help without overstepping personal or professional boundaries.

🧑🏿‍🤝‍🧑🏽 **Team Dynamics and Culture:** It can be difficult to address cultural issues and team dynamics, including the lack of support and trust.

👥📈 **Unrealistic Expectations and Stakeholder Pressure**: It can be hard to protect employees from high expectations and constant pressure to deliver more, with limited resources and support.

🏋️‍♀️ **Workload Management**: Employees can take on a disproportionate amount of work and responsibility, and it's hard to reduce/manage the workloads.

FINDING 7

66%

of our participants do not feel supported by their companies when it comes to preventing burnout.

Leaders are especially asking for more resources, better tools and more support from leadership.

"I get support from HR when I realize the signs early enough. In general a lot is on me:

to walk the talk, take priority decisions which sometimes the C-Level don't like and manage unrealistic expectations."

Quote from a survey participant

How to Support Leaders

As shown on slide 39, many product leaders do recognize burnout symptoms in their employees. Yet, they do not feel supported by their companies in protecting their employees from burning out.

We asked them what they would need in order to reduce the risk of burnout in their direct reports and listed the most common answers* in the overview on the right (in no particular order).

* The summary is based on 49 free-text answers. The results have been aggregated and are shown in decreasing order of frequency.

What product leaders wish for to reduce risk of burnout for their employees

🙌 **Support from Leadership and Upper Management:** more support, awareness, and understanding from senior leadership, showing empathy for the complexity of the product role.

🔢 **Clear Prioritization and Expectation Management:** a lack of clarity in setting priorities often leads to confusion, task overload, and burnout. There is a need for more realistic expectations and clear, aligned goals.

💬 **Open Communication and Trust:** open conversations, trust, and transparency about burnout and well-being, both within teams and with senior management, with leaders acting as role models in this context. .

🧑🏾‍🦰👩 **Resource Allocation and Team Size:** need for additional PM staff to deal with overwhelming workloads and high expectations.

💪💥💪 **Improved Collaboration and Cross-Team Communication:** better collaboration across teams and stakeholders, as well as clearer communication channels to reduce miscommunication, redundant work and stress.

🛠️ **Training and Tools for Handling Burnout:** need for better training, tools, and frameworks to recognize and manage burnout, both for themselves and their teams. This includes professional advice, guides for conversations about burnout, and self-assessment toolkits.

⚖️ **Work-Life Balance and Managing Workload:** Leaders are asking for reduced workload, fewer responsibilities, and protection from excessive pressure to ensure teams maintain a healthy balance.

🤝 **Cultural Change within the Organization:** creating environments that reduce chaos, political decisions, and promote a product-focused mindset instead of a project mentality.

🚨 **Early Detection and Prevention:** implementing systems to detect burnout, such as early warning signals.

Leadership Case Study:
Mental Health Framework

Tobias Quelle

Head of Product at Digitec Galaxus (Zurich)

At Digitec Galaxus, Tobias developed a framework to help his employees self-assess their mental health at work. In this interview, he shares more about the goals of the tool and in which context it is used.

"Working in a hybrid environment presents a unique set of challenges, particularly when it comes to understanding how each individual is feeling and their current state of mind. The 'Personal Work Health Check' serves as a valuable leadership tool, providing both the manager and the employee the opportunity to have open, trust-based 1:1 conversations about key factors that affect overall well-being. While I touch on some of these aspects during my bi-weekly meetings with my direct reports, I typically use this tool twice a year for a more focused discussion on health-related topics."

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Can you describe the main categories represented in your mental health framework and maybe give us a few sample questions?

The dimensions represented are role clarity, workload, autonomy, mastery, purpose, psychological safety, enjoyment, and sense of involvement. Each aspect is rated using a simple color-coding system, ranging from green to red. For example, 'Role Clarity' is closely tied to an individual's work well-being and expectations. When there's a shared understanding of the job role, it can be empowering, but if unclear, it can feel overwhelming.

A green rating indicates that everything is crystal clear: "I fully understand my role and what needs to be accomplished." A red rating, on the other hand, signals confusion: "I'm unsure of the role I should be fulfilling right now."

How was the framework received and used?

Investing time to understand how everyone feels is a key leadership responsibility and sends a strong message about fostering the right culture. This framework actively supports that goal and has generated significant internal interest. Based on the positive feedback, we've incorporated it into our internal leadership development program, allowing any interested leader to receive an introduction and tailor it for their own use.

What do you do when you detect signs of burnout in your employees?

Focus on identifying the reasons behind challenges, offering support, providing cover when needed, and conducting regular check-ins, all while ensuring a psychologically safe environment.

At Digitec Galaxus, we take this very seriously and offer a range of health promotion options, including dedicated roles, an internal knowledge base, and confidential external support if necessary.

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Useful Tools and Resources

In this chapter, we gathered guiding questions, first steps and additional resources that you might find helpful if you or someone you know are experiencing symptoms of burnout.

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"One of the learnings for me was that [...] it would have helped so much to talk to someone senior in the PM field early instead of diving headfirst deeper into an emotional roller coaster.

I did not realize until recently how lonely I felt in the organization despite all initial excitement about my PM field."

Quote from a survey participant

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Useful Tools & Resources

We gathered some useful links and resources that might be helpful if you are experiencing signs of burnout or to prevent them in the first place.

If you are experiencing high levels of stress, we highly recommend reaching out to a psychologist or your doctor.

Helpful Resources

- Difference between stress and burnout

- Burnout Self-Test*

- How to ask for help and get a yes

- How to set boundaries

- Talking to someone for free: 7cups

- Coping with imposter syndrome in product

- Additional context on burnout in product management by Launchnotes & Mind the Product

- On burnout risk for CPOs

- Burnout report by Evie Brockwell

- Crisis Mode (article by Leah Tharin)

- Burnout within High Performers (Leah Tharin & Andy Johns)

- Taming your product gremlins (Talk by Keji Adedeji)

*This does not replace a medical diagnosis!

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Thank You!

This research would not have been possible without the trust and support of our amazing product community.

We highly appreciate the contribution of all participants to this survey. Thank you for generously donating your time to help break the taboo around burnout in product management.

Special thanks to everyone who spread the word about this survey in their network and to Dominique Jost for reviewing the survey design and report.

And last, but not least: a big shout-out to Zain who created the graphs and to Anastasia Lindemann who helped proofread the report.

About Us

Boring lectures with unexperienced trainers who pretend to know it all? Anonymous classes where you can't get a word in edgewise? No, thanks.

Product Academy was founded in 2019 to offer the kind of continuous learning our crew wish they had been given throughout their career in product.

Find out how we can take you and/or your product organisation to the next level!

www.productacademy.ch

PRODUCT ACADEMY

Our Offer

Empowering product
people and building
learning organisations

Open Workshops

by product experts from
Google, Zalando & more

Mentoring Programs

combining condensed
workshops & 1:1 mentoring

Level Up!
PRODUCT ACADEMY MENTORING

Coaching

for individual contributors,
product teams & executives

Team Health Check

360° feedback on your product
organization's alignment,
potential and happiness

In-house Training

Workshops & consulting
tailored to your needs

Talks & Team Events

Fun offsites and inspiring talks
for your company events

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Hypothesis-Driven PM

Build – Measure – Learn. It sounds so easy in theory, Yet, so many of us are trapped in some sort of feature factory. This full-day workshop is going to teach you:

- how to uncover your riskiest assumptions as a team
- how to frame a decision with an actionable hypothesis template
- which experiments to use to generate more confidence
- how to work with proxy metrics
- and how to drive learning in your organization.

6h online or in person

Available as open workshop or as in-house training (max 12 participants

Includes pre-reading material and individual feedback

work on your real hypotheses and improve them with our help

ENROLL ONLINE

![Product Academy logo]

LevelUp! PM Skills

Boost your PM Skills at the beginning of your career

CHECK NEXT EDITIONS

Why?

Ramp up your skills in outcome-driven product management and increase your chances to land your first job in product or to transition to a senior role.

What?

Unique 6-months learning journey including:

- 5 workshop days in small classes of 14 persons max

- inspiring prep material

- 1:1 mentoring and coaching sessions with experienced product leaders

For Whom?

Max 12 (Junior) POs/PMs with up to three years of experience or people interested in transitioning to product from a related role like UX, tech, marketing etc

Where & When?

- Zurich (Switzerland)

- in-person workshops

- self-paced prep work

- check the website for upcoming editions

- limited number of partial scholarships available

PRODUCT ACADEMY

LevelUp! Leadership

Unique retreat in the Swiss Mountains for (future) product executives

CHECK NEXT EDITIONS

Why?

Get ready for your first leadership role and increase your chances to receive a promotion. Learn how to avoid the most common mistakes as product executive.

What?

Unique 3-months learning journey including:

- hands-on workshops on product strategy, economics, org design, coaching, …

- inspiring prep material

- 1:1 mentoring and coaching

For Whom?

Senior PMs and experienced product people aiming for a leadership position and product leaders like Heads of Product who would like to improve their strategy and leadership skills.

Where & When?

- 2 weekend offsites in the mountains 1h from Bern (CH)

- one workshop day remote

- check the website for upcoming editions

- limited number of partial scholarships available

PRODUCT ACADEMY

Coaching Fundamentals

For product leaders: Coach your product managers effectively!

CHECK NEXT EDITIONS

Why?

Improve your leadership skills by adopting a coaching habit. Boost your confidence as a product leader.

For Whom?

Product leaders and PMs with 5+ years of experience in a product role aiming for a leadership position who would like to polish. strengthen and improve their leadership skills.

What?

• 8 weeks program

• 2 sessions per week

• one individual coaching

• max. 8 participants per cohort

• Product Academy Certificate

Where & When?

• online via zoom

• recordings for missed sessions available

• limited number of partial scholarships available

PRODUCT ACADEMY

Outcome-Driven PM

This condensed two-day training is the perfect way to level up your product org and provide them with a shared language and a toolbox to work in a more outcome-driven and product-led way.

Day 1 includes a hands-on training on hypothesis-driven product management including individual feedback and group work on your own hypotheses.

Day 2 is focused on outcome-driven prioritization and outcome-based roadmaps. The second day will strongly focus on applying useful frameworks and working with a case study.

2 days online or in person

Available in-house

Includes pre-reading material and individual feedback

Participants receive a Product Academy Certificate

LEARN MORE

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Maturity Assessment

Benefit from a fresh outside perspective with our Team Health Check. A unique combination of prep call, online survey, selected interviews and document reviews will help the entire product organization

- Shed light on any discrepancies in PM vs. leadership perception of the status quo
- Highlight best practices and celebrate the teams' strengths
- Identify starting points for useful upskilling initiatives

Online, project stretches across about 3-6 weeks

Surveys for different target groups within the org, artefact review,

In-house, for one or several product teams within your org

Final presentation and documentation of our findings

CONTACT US

PRODUCT ACADEMY

Daniel Käser
Chief Product Officer – Migros Online

"Working with Product Academy has helped us gain a valuable and unbiased perspective on our current maturity. We were able to identify important actions to improve our organizational setup and working environment - and to enforce empowered product teams."
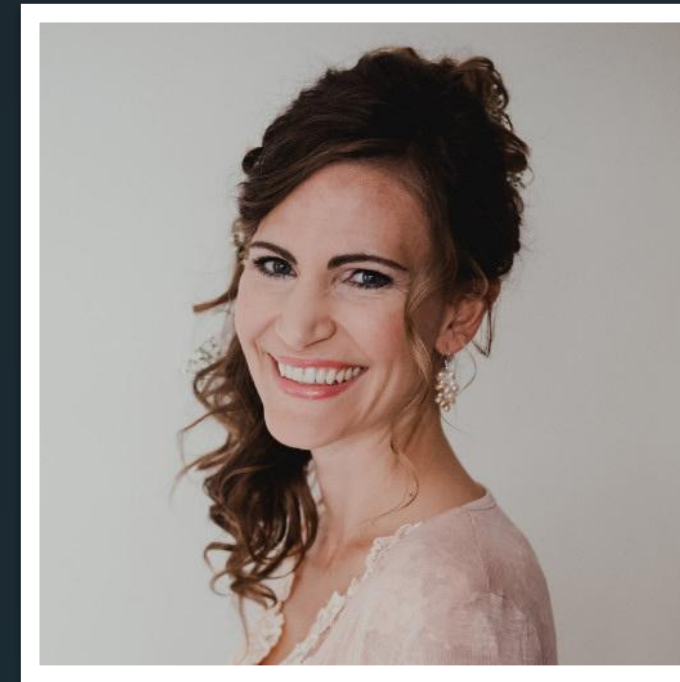
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